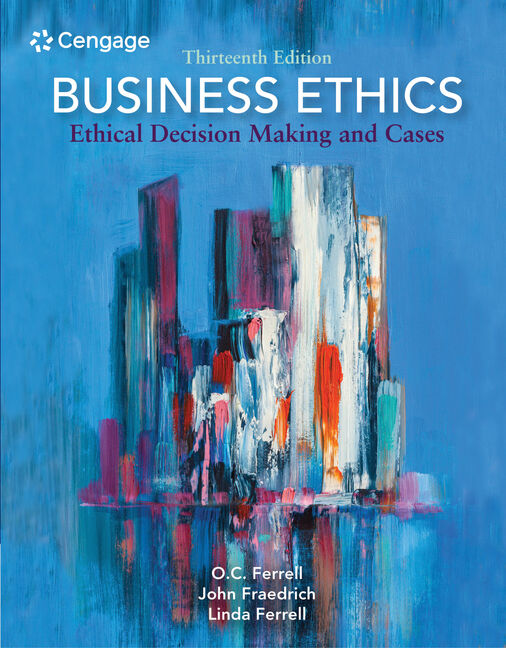
**Business Ethics**

**Business Ethics: Ethical Decision Making and Cases**



**New**

by O. C. Ferrell, John Fraedrich, Linda Ferrell

**13th Edition | Copyright 2022**

Prepare future managers to confront ethical decision-making amidst the new business realities of 2020 and 2021 with the concepts, processes and best practices in Ferrell/Fraedrich/Ferrell's market-leading BUSINESS ETHICS: ETHICAL DECISION MAKING AND CASES, 13E.

* CONTENTS
* RESOURCES
* PRICING OPTIONS

Table of Contents

* **COVER PAGE**
* **TITLE PAGE**
* **COPYRIGHT PAGE**
* **DEDICATION**
* **PREFACE**
* **ACKNOWLEDGMENTS**
* **PART 1. AN OVERVIEW OF BUSINESS ETHICS**
  + Chapter 1. The Importance of Business Ethics
    - 1-1. Business Ethics Defined
    - 1-2. Why Study Business Ethics?
      * 1-2a. A Crisis in Business Ethics
      * 1-2b. Specific Issues
      * 1-2c. The Reasons for Studying Business Ethics
    - 1-3. The Development of Business Ethics
      * 1-3a. Before 1960: Ethics in Business
      * 1-3b. The 1960s: The Rise of Social Issues in Business
      * 1-3c. The 1970s: Business Ethics as an Emerging Field
      * 1-3d. The 1980s: Business Ethics Reaches Maturity
      * 1-3e. The 1990s: Institutionalization of Business Ethics
      * 1-3f. The 2000s: Twenty-First Century Business Ethics
      * 1-3g. The 2010s: New Challenges in Business Ethics
      * 1-3h. The 2020s and Beyond
    - 1-4. Developing Organizational and Global Ethical Cultures
    - 1-5. The Benefits of Business Ethics
      * 1-5a. Ethics Contributes to Employee Commitment
      * 1-5b. Ethics Contributes to Investor Loyalty
      * 1-5c. Ethics Contributes to Customer Satisfaction
      * 1-5d. Ethics Contributes to Profits
    - 1-6. Our Framework For Studying Business Ethics
    - Summary
    - Important Terms for Review
    - Resolving Ethical Business Challenges
    - Check Your EQ
  + Chapter 2. Stakeholder Relationships, Social Responsibility, and Corporate Governance
    - 2-1. Stakeholders Define Ethical Issues in Business
      * 2-1a. Identifying Stakeholders
      * 2-1b. A Stakeholder Orientation
    - 2-2. Social Responsibility and Business Ethics
    - 2-3. Issues in Social Responsibility
    - 2-4. Social Responsibility and the Importance of a Stakeholder Orientation
    - 2-5. Corporate Governance Provides Formalized Responsibility to Stakeholders
      * 2-5a. Views of Corporate Governance
      * 2-5b. The Role of Boards of Directors
      * 2-5c. Greater Demands for Accountability and Transparency
      * 2-5d. Executive Compensation
    - 2-6. Implementing a Stakeholder Perspective
      * 2-6a. Step 1: Assessing the Corporate Culture
      * 2-6b. Step 2: Identifying Stakeholder Groups
      * 2-6c. Step 3: Identifying Stakeholder Issues
      * 2-6d. Step 4: Assessing Organizational Commitment to Stakeholders and Social Responsibility
      * 2-6e. Step 5: Identifying Resources and Determining Urgency
      * 2-6f. Step 6: Gaining Stakeholder Feedback
    - 2-7. Contributions of a Stakeholder Perspective
    - Summary
    - Important Terms for Review
    - Resolving Ethical Business Challenges
    - Check Your EQ
  + Chapter 3. Sustainability: Social and Ethical Dimensions
    - 3-1. Defining Sustainability
    - 3-2. How Sustainability Relates to Ethical Decision Making and Social Responsibility
    - 3-3. Global Environmental Issues
      * 3-3a. Atmospherics
      * 3-3b. Water
      * 3-3c. Land
    - 3-4. Environmental Legislation
      * 3-4a. Environmental Protection Agency (EPA)
      * 3-4b. Environmental Regulations
    - 3-5. Alternative Energy Sources
      * 3-5a. Wind Power
      * 3-5b. Geothermal Power
      * 3-5c. Solar Power
      * 3-5d. Nuclear Power
      * 3-5e. Biofuels
      * 3-5f. Hydropower
    - 3-6. Business Response to Sustainability Issues
      * 3-6a. Green Marketing
      * 3-6b. Greenwashing
    - 3-7. Strategic Implementation of Environmental Responsibility
      * 3-7a. Recycling Initiatives
      * 3-7b. Stakeholder Assessment
      * 3–7c. Risk Analysis
      * 3-7d. The Strategic Environmental Audit
    - Summary
    - Important Terms for Review
    - Resolving Ethical Business Challenges
    - Check Your EQ
* **PART 2. ETHICAL ISSUES AND THE INSTITUTIONALIZATION OF BUSINESS ETHICS**
  + Chapter 4. The Institutionalization of Business Ethics
    - 4-1. Managing Ethical Risk through Mandated, Core, and Voluntary Practices
    - 4-2. Mandated Requirements for Legal Compliance
      * 4-2a. Laws Regulating Competition
      * 4-2b. Laws Protecting Consumers
      * 4-2c. Laws Promoting Equity and Safety
    - 4-3. The Sarbanes–Oxley (SOX) Act
      * 4-3a. Public Company Accounting Oversight Board
      * 4-3b. Auditor and Analyst Independence
      * 4-3c. Whistle-Blower Protection
      * 4-3d. Cost of Compliance
    - 4-4. Dodd–Frank Wall Street Reform and Consumer Protection Act
      * 4-4a. Financial Agencies Created by the Dodd–Frank Act
      * 4-4b. Consumer Financial Protection Bureau
      * 4-4c. Whistle-Blower Bounty Program
    - 4-5. Laws that Encourage Ethical Conduct
    - 4-6. Federal Sentencing Guidelines for Organizations
    - 4-7. Core or Best Practices
      * 4-7a. Voluntary Responsibilities
      * 4-7b. Cause-Related Marketing
      * 4-7c. Strategic Philanthropy
      * 4-7d. Social Entrepreneurship
    - 4-8. The Importance of Institutionalization in Business Ethics
    - Summary
    - Important Terms for Review
    - Resolving Ethical Business Challenges
    - Check Your EQ
  + Chapter 5. Emerging Business Ethics Issues
    - 5-1. Recognizing an Ethical Issue (Ethical Awareness)
    - 5-2. Foundational Values for Identifying Ethical Issues
      * 5-2a. Integrity
      * 5-2b. Honesty
      * 5-2c. Fairness
    - 5-3. Emerging Ethical Issues and Dilemmas in Business
      * 5-3a. Misuse of Company Time and Resources
      * 5-3b. Abusive or Intimidating Behavior
      * 5-3c. Lying
      * 5-3d. Conflicts of Interest
      * 5-3e. Bribery
      * 5-3f. Corporate Intelligence
      * 5-3g. Discrimination
      * 5-3h. Sexual Harassment
      * 5-3i. Fraud
      * 5-3j. Consumer Fraud
      * 5-3k. Financial Misconduct
      * 5-3l. Insider Trading
    - 5-4. The Challenge of Determining an Ethical Issue in Business
    - Summary
    - Important Terms for Review
    - Resolving Ethical Business Challenges
    - Check Your EQ
* **PART 3. THE DECISION-MAKING PROCESS**
  + Chapter 6. Ethical Decision Making
    - 6-1. A Framework for Ethical Decision Making in Business
      * 6-1a. Ethical Issue Intensity
      * 6-1b. Individual Factors
      * 6-1c. Organizational Factors
      * 6-1d. Opportunity
      * 6-1e. Business Ethics Intentions, Behavior, and Evaluations
    - 6-2. Using the Ethical Decision-Making Model to Improve Ethical Decisions
    - 6-3. Normative Considerations in Ethical Decision Making
      * 6-3a. Institutions as the Foundation for Normative Values
      * 6-3b. Implementing Principles and Core Values in Ethical Business Decision Making
    - 6-4. Understanding Ethical Decision Making
    - Summary
    - Important Terms for Review
    - Resolving Ethical Business Challenges
    - Check Your EQ
  + Chapter 7. Individual Factors: Moral Philosophies and Values
    - 7-1. Moral Philosophy Defined
    - 7-2. Moral Philosophies
      * 7-2a. Instrumental and Intrinsic Goodness
      * 7-2b. Teleology
      * 7-2c. Deontology
      * 7-2d. Relativist Perspective
      * 7-2e. Virtue Ethics
      * 7-2f. Justice
    - 7-3. Applying Moral Philosophy to Ethical Decision Making
    - 7-4. Cognitive Moral Development and Limitations
    - 7-5. White-Collar Crime
    - 7-6. Individual Factors in Business Ethics
    - Summary
    - Important Terms for Review
    - Resolving Ethical Business Challenges
    - Check Your EQ
  + Chapter 8. Organizational Factors: The Role of Ethical Culture and Relationships
    - 8-1. Defining Corporate Culture
    - 8-2. The Role of Corporate Culture in Ethical Decision Making
      * 8-2a. Ethical Frameworks and Evaluations of Corporate Culture
      * 8-2b. Ethics as a Component of Corporate Culture
      * 8-2c. Compliance Versus Values-Based Ethical Cultures
      * 8-2d. Differential Association
      * 8-2e. Whistle-Blowing
    - 8-3. Organizational Structure
    - 8-4. Group Dimensions of Corporate Structure and Culture
      * 8-4a. Types of Groups
      * 8-4b. Group Norms
    - 8-5. Variation in Employee Conduct
    - 8-6. Can People Control Their Actions Within a Corporate Culture?
    - Summary
    - Important Terms for Review
    - Resolving Ethical Business Challenges
    - Check Your EQ
* **PART 4. IMPLEMENTING BUSINESS ETHICS IN A GLOBAL ECONOMY**
  + Chapter 9. Developing and Implementing an Effective Ethics Program
    - 9-1. The Responsibility of the Corporation to Stakeholders
    - 9-2. The Need For Organizational Ethics Programs
    - 9-3. An Effective Ethics Program
      * 9-3a. An Ethics Program Can Help Avoid Legal Problems
      * 9-3b. Values versus Compliance Programs
    - 9-4. Codes of Conduct
    - 9-5. Ethics Officers
    - 9-6. Ethics Training and Communication
    - 9-7. Systems to Monitor and Enforce Ethical Standards
      * 9-7a. Continuous Improvement of an Ethics Program
      * 9-7b. Common Mistakes in Designing and Implementing an Ethics Program
    - 9-8. The Ethics Audit
      * 9-8a. The Auditing Process
      * 9-8b. Informal Ethics Audits
      * 9-8c. Integrity Measurement Frameworks
      * 9-8d. Implementing Programs, Audits, and Measurements to Sustain an Ethical Culture
    - Summary
    - Important Terms for Review
    - Resolving Ethical Business Challenges
    - Check Your EQ
  + Chapter 10. Global Business Ethics Issues
    - 10-1. Global Culture, Values, and Practices
    - 10-2. Economic Foundations of Business Ethics
      * 10-2a. Economic Systems
    - 10-3. Multinational Corporations
    - 10-4. Global Organizations to Support Responsible Business
      * 10-4a. United Nations Global Compact
      * 10-4b. Global Business Organizations that Affect Ethical Behavior
    - 10–5. Global Business Ethics Issues
      * 10-5a. Bribery
      * 10-5b. Antitrust Activity
      * 10-5c. Internet Security and Privacy
      * 10-5d. Human Rights
      * 10-5e. Healthcare
      * 10-5f. Supply Chain
      * 10-5g. Labor and Right to Work
      * 10-5h. Compensation
      * 10-5i. Consumerism
    - 10-6. The Importance of Ethical Decision Making in Global Business
    - Summary
    - Important Terms for Review
    - Resolving Ethical Business Challenges
    - Check Your EQ
  + Chapter 11. Ethical Leadership
    - 11-1. Defining Ethical Leadership
    - 11-2. Requirements for Ethical Leadership
    - 11-3. Benefits of Ethical Leadership
    - 11-4. Ethical Leadership and Organizational Culture
      * 11-4a. Power
      * 11-4b. Motivating Ethical Behavior
    - 11-5. Managing Ethical Business Conflicts
      * 11-5a. Conflict Management Styles
    - 11-6. Ethical Crisis Management and Recovery
    - 11-7. Ethical Leaders Empower Employees
    - 11-8. Ethical Leadership Communication
      * 11-8a. Ethical Leadership Communication Skills
    - 11-9. Leader–Follower Relationships
      * 11-9a. Ethics Programs and Communication
      * 11-9b. Power Differences and Workplace Politics
      * 11-9c. Feedback
    - 11-10. Leadership Styles and Ethical Decisions
    - 11-11. The RADAR Model
    - Summary
    - Important Terms for Review
    - Resolving Ethical Business Challenges
    - Check Your EQ
  + Chapter 12. Technology: Ethics and Social Responsibility Issues
    - 12-1. Defining Technology
      * 12-1a. Technology Ethics
      * 12-1b. Technologies to Watch
    - 12-2. Ethics Issues in Technology
      * 12-2a. Privacy
      * 12-2b. Intellectual Property
      * 12-2c. Cybercrime
      * 12-2d. The Digital Divide
      * 12-2e. Biotechnology
    - 12-3. Managing Ethics Issues in Technology
    - 12-4. The Future of Technology Ethics
    - Summary
    - Important Terms for Review
    - Resolving Ethical Business Challenges
    - Check Your EQ
* **PART 5. CASES**
  + Case 1. From the Outside In: Corporate Social Responsibility at Patagonia
    - Introduction
    - History of Patagonia
    - Patagonia’s Core Values
    - Patagonia’s Leadership and Management Style
    - Environmental Initiatives
      * 1% for the Planet
      * Worn Wear Initiative
      * Conservation Alliance
      * The bluesign® System
    - Corporate Social Responsibility
    - What the Future Holds for Patagonia
    - Questions for Discussion
    - Sources
  + Case 2. Tesla Accelerates the Transition to Sustainable Energy
    - Introduction
    - Tesla’s History
    - Tesla’s Master Plan for Sustainability
      * Integrating Energy Generation and Storage
      * Expanding to Cover the Major Forms of Terrestrial Transport
      * Introducing Full Autonomy
      * Encourage Vehicle Sharing
    - Corporate Social Responsibility at Tesla
      * Product and Operational Impact
      * Focusing on Consumer Safety
      * Prioritizing Employee Safety
      * Creating Employee Advocates
      * Supporting a Diverse Work Environment
      * Sourcing Responsibly Produced Materials
      * Contributing to Education
    - Tesla’s Leadership Challenges
    - Dealing with Ethical Misconduct in the Workplace
    - Struggling Supply Chain
    - The Future for Tesla
    - Questions for Discussion
    - Sources
  + Case 3. An Apple a Day: Ethics at Apple Inc.
    - Introduction
    - Apple’s History
    - Apple’s Corporate Culture
    - Apple’s Ethics
    - Ethical Issues at Apple
      * Privacy
      * Price Fixing
      * Antitrust
      * Sustainability
      * Intellectual Property
      * Supply Chain Management Issues
      * Taxes
      * Batterygate
    - The Future of Apple Inc.
    - Questions for Discussion
    - Sources
  + Case 4. TOMS Reinvents the One for One Movement
    - Introduction
    - The History of TOMS
    - The TOMS Movement
    - TOMS’s Supply Chain
    - TOMS’s Product Line
    - TOMS’s Corporate Culture
      * Internships
      * One Day without Shoes
      * Social Media
    - TOMS’s Impact
    - Evolving the Mission
    - Changing the Giving Model
    - Criticisms and Ethical Issues
    - The Future of TOMS
    - Questions for Discussion
    - Sources
  + Case 5. CVS Smokes the Competition in Corporate Social Responsibility
    - Introduction
    - Ethical Challenges
      * HIPAA Privacy Case
      * Deceptive Business Practices
      * Misuse of Prescription Pharmaceuticals
      * Fraudulently Billing for Illegally Dispensed Drugs
    - Moving Toward a Healthcare Company
    - Aetna Merger
    - Tobacco-Free CVS
    - Criticism Against CVS
    - Stakeholder Orientation
      * Employees
      * Shareholders
      * Communities
      * Suppliers
      * Environmental Impact
    - Conclusion
    - Questions for Discussion
    - Sources
  + Case 6. Bayer Rounds Up Monsanto
    - Introduction
    - History: From Chemicals to Food
    - An Emphasis on Biotechnology
      * Safety Concerns
      * Environmental Concerns
    - Dealing with Organizational Ethical Issues
      * Patent Issues
      * Legal Issues
    - Corporate Responsibility at Bayer
      * Sustainable Agriculture
      * Charitable Giving
    - Conclusion
    - Questions for Discussion
    - Sources
  + Case 7. Uber Collides with Controversy
    - Introduction
    - Global Expansion Challenges
    - Threats to the Sharing Economy
    - Controversy
    - A Global Pandemic
    - Other Business Segments
      * Food Delivery
      * Freight
      * Other Bets
      * The Future
    - Uber Becomes a Public Company
    - Conclusion
    - Questions for Discussion
    - Sources
  + Case 8. Herbalife Nutrition Achieves Success by Managing Risks
    - Introduction
    - The Direct Selling Business Model
      * Single and Multilevel Direct Selling
      * Pyramid Schemes
      * Self-Regulation of Direct Selling
    - Herbalife Nutrition
      * Foundational Products
      * Herbalife’s Implementation of the Direct Selling Model
      * Herbalife Customer Base
    - Challenges to Herbalife’s Multilevel Model
      * FTC Investigation and Settlement of Claims
      * Impact of FTC Settlement on Pershing Capital
    - New Opportunities: Consumer Megatrends
      * Product Quality Strategy
      * Engagement Strategy
      * Social Responsibility
    - Conclusion
    - Questions for Discussion
    - Sources
  + Case 9. Home Depot Works on Stakeholder Relationships
    - Introduction
    - Managing Customer Relationships
    - Environmental Initiatives
    - Corporate Philanthropy
    - Employee and Supplier Relations
    - Technology Initiatives
    - A Strategic Commitment to Social Responsibility
    - Conclusion
    - Questions for Discussion
    - Sources
  + Case 10. Brewed to Perfection: New Belgium Brewing
    - Introduction
    - History of New Belgium Brewing Company
    - New Belgium’s Ethical Culture
      * New Belgium’s Purpose and Core Beliefs
      * Employees
      * Sustainability
      * Social Responsibility
    - Organizational Success
    - Questions for Discussion
    - Sources
  + Case 11. Google’s Search for Solutions to Privacy Issues
    - Introduction
    - Company Culture
    - Products
      * Search Engine
      * Advertising
      * Web Browser
      * Email Account
      * YouTube
      * Android
      * Web Analytics
      * Expanding the Product Mix
    - Google’s Initiatives
      * GV
      * Google Sustainability
      * Google.org
    - Privacy
      * Search Queries
      * Tracking Users
      * Privacy Audits
      * From Many Privacy Policies to One
      * “Right to Be Forgotten”
      * Google in China
    - Government Response to Privacy Issues
    - Conclusion
    - Questions for Discussion
    - Sources
  + Case 12. Big-Box Retailer Walmart Makes Big Moves in Social Responsibility
    - Introduction
    - The History of Walmart
    - The Walmart Effect
    - Relationships with Suppliers
    - Employee Stakeholders
      * Employee Benefits
      * Walmart’s Stance on Unions
      * Workplace Conditions and Discrimination
    - Bribery Scandal
    - Safety Issues
    - Sustainability Leadership
    - Walmart Today
    - The Future of Walmart
    - Questions for Discussion
    - Sources
  + Case 13. Volkswagen Cleans Up Reputation After Emissions Scandal
    - Introduction
    - Volkswagen’s History
    - The Emissions Scandal
      * The Impact
      * Rebuilding Its Reputation
    - Conclusion
    - Questions for Discussion
    - Sources
  + Case 14. Zappos Finds the Perfect Fit
    - Introduction
    - The History of Zappos
    - A Customer-Focused Business Model
      * Shopping and Shipping
      * Customer Service
    - Corporate Culture
      * Hiring and Training
      * Benefits
      * Work–Life Integration
      * Transparency
    - Corporate Social Responsibility
    - Zappos’s Structure
    - The Future of Zappos
    - Questions for Discussion
    - Sources
  + Case 15. Starbucks Serves Up Its Social Responsibility Blend
    - Introduction
    - Innovation & Technology
    - Starbucks Culture
    - Corporate Social Mission
      * Environment
      * Employees
      * Suppliers
    - Customers
      * Communities
    - Success and Challenges
    - The Future for Starbucks
    - Questions for Discussion
    - Sources
  + Case 16. The Hershey Company’s Bittersweet Success
    - Introduction
    - Hershey’s History
    - Ethics, Values, and Social Responsibility
      * Values
      * Corporate Social Responsibility Strategy
      * Shared Communities
    - Board Changes
    - Labor Issues in the Cocoa Industry
      * Global Help and a Little Green Frog
      * Fair Trade USA
      * Universal Trade Zone
      * Rainforest Alliance
      * Hershey’s Efforts to Improve Labor Conditions
    - Criticism of Hershey’s Efforts
    - Conclusion
    - Questions for Discussion
    - Sources
  + Case 17. Wells Fargo Banks on Recovery
    - Introduction
    - The History of Wells Fargo
    - Fake Accounts Scandal
      * The Decision Makers
      * Relevant Ethical Values
    - Auto Insurance and Home Loan Scandal
    - Wells Fargo’s Recovery
    - Conclusion
    - Questions for Discussion
    - Sources
  + Case 18. Whole Foods Market Refreshes Its Commitment to Stakeholders
    - Introduction
    - Company Background
    - Mission Statement and Core Values
    - Living Its Values
      * Commitment to Customers
      * Commitment to Employees
      * Commitment to Other Stakeholders
      * Commitment to Sustainability
    - Criticism and Ethical Issues
      * Struggles with Amazon
      * Unions
      * Kombucha Labeling Settlement
      * Medical Benefits
      * Corporate Response to COVID-19
    - Ongoing Challenges
    - Conclusion
    - Questions for Discussion
    - Sources
  + Case 19. The NCAA Enforces Penalties in College Athletics
    - Introduction
    - Overview of NCAA
    - Challenges for Ethics and Compliance
      * The University of North Carolina at Chapel Hill
      * Oklahoma State University
      * The University of Kansas
      * University of Louisville
      * University of Mississippi
      * Saint Leo University
    - Self-Reporting and Monitoring Student-Athletes
    - Conclusion
    - Questions for Discussion
    - Sources
  + Case 20. Enron: Not Accounting for the Future
    - Introduction
    - Enron’s History
    - Enron’s Corporate Culture
    - Enron’s Accounting Problems
      * The Whistle-Blower
      * The Chief Financial Officer
    - The Chief Executive Officer
      * The Chair
      * The Lawyers
      * Merrill Lynch
    - Arthur Andersen LLP
    - The Fallout
    - Learning from Enron
    - Conclusion
    - Questions for Discussion
    - Source